

# Compensation Table Reform Proposal

Selectboard Amended & Approved

March 28, 2023

MS, PS and Specialty Positions pending Selectboard Approval on

April 4, 2023

# Compensation Table Reform

## Key Observations and Principles (Page 1 of 2)

- Douglas has fallen behind most communities in the region, and amongst towns of a similar size across the Commonwealth, in its rates of compensation for many (but not all) municipal positions.
- Our most recent hires were made at posted salaries set at competitive rates.
- The largest shortfall is between the pay of our most experienced and loyal staff and the rates being offered to new hires in similar positions elsewhere, due to being “maxed out” at Step 10.
- Douglas cannot afford to be a leader in the wage / salary competition. Nor will we solve our problem by meeting a minimum benchmark. If we are going to position the Town to have wage rates that are durable at least for the medium term, we should try to be at the top of the bottom third of any comparative set when possible, and then keep COLAs competitive over the medium term.
- We want to be scientific and use as many data points as we can gather. However, there is a significant amount of “art,” or call it subjective judgment, that comes into play. Benchmarks have widely varying levels of usefulness.
  - Recent job listings from towns of a similar size are the most useful;
  - Recent postings from a wide range of communities establish parameters around the current competition for certain types of workers;
  - Current salaries paid by towns of a similar size, from their budget or annual reports, are also helpful. But, those towns may have the same problems as we do, and thus, the reference point has diminished impact;
  - Whenever possible, job postings and job descriptions were vetted to make sure the role being compared is sufficiently similar to the Douglas position.

# Compensation Table Reform

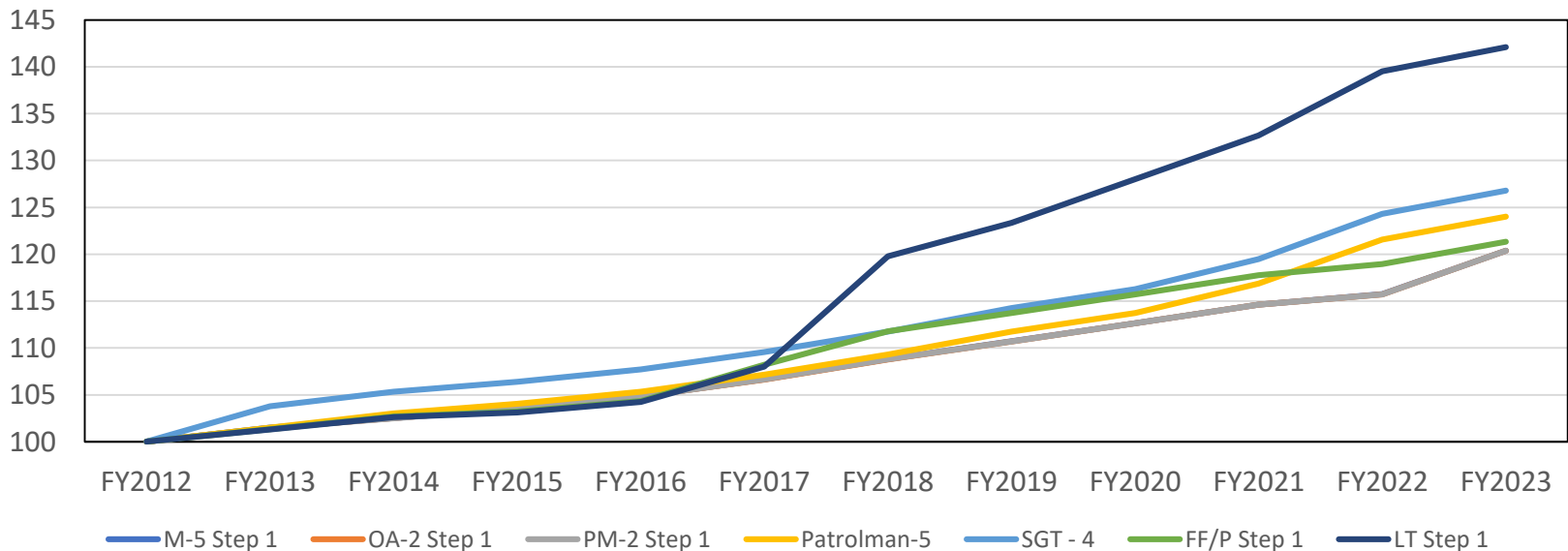
## Key Observations and Principles (Page 2 of 2)

- The existing tables contain 290 pay levels. There are 50 salaries for managers and 50 hourly rates for office assistants. This level of complexity is not warranted given the limited number of personnel in these categories
- Having so many grades and steps makes the system all but impossible to administer fairly and consistently. Differences between grades and steps are minor and may not be material to overall performance. Direct supervisors may have varying views on how to handle evaluations at that level of detail, and whether or not to resolve any uncertainty in favor of employees or the Town (financially speaking)
- The Town did not have sufficient funds for many years to provide merit increases, and in several years did not award COLAs either. Thus, there was no incentive to conduct performance evaluations, undermining the merit basis of the existing system and giving rise to under-appreciation of the value created by employees with experience and loyalty to the Town
- In the current climate, local governments place a premium on retention of employees, since recruiting is very difficult for many specialized roles. The compensation system must provide longevity incentives within the salary structure (and thus, pensionable) to keep Douglas competitive
- All non-union staff have been at a disadvantage relative to their unionized peers within the organization, since there has been no formal mechanism for bringing pay issues to the forefront of workplace relations in the absence of regular performance evaluations and the financial means to support merit and longevity based pay increases

# Internal Comparisons

## Non-Union Pay Has Not Kept Pace With Other Employees'

Selected Douglas Wage Rates, Indexed to FY 2012 Values, FY 2012 - 2023



- Until FY 2023, non-union municipal wages were lagging well behind police and fire pay as a function of FY 2012 rates
- Even with a 4% COLA in FY 2023, non-union position pay rates are still behind public safety

# External Comparisons

## Summary of Findings

- A fully detailed set of benchmarks by position appears in Appendix A to this presentation
- As a result of hiring at well above the entry level step, recent hires are paid competitively, specifically: Principal Assessor, Community Development Director, two of our most recent hires at Highway, Building Commissioner, the Executive Assistant to the BOS and Town Administrator (via contract) and the Finance Director (via contract)
- Note that hiring at Step 5 of a 10 step scale, or ignoring the reasons behind the gaps between pay grades in order to arrive at a competitive salary for new hires, are not sustainable practices
- Other positions are inside the highest and lowest benchmarks, but for our longest tenured people that means they earn a salary competitive to their peers in other towns who have less experience, or which, in some cases, were only recently hired. These include Highway Superintendent, Treasurer / Collector, and Adult Social Center Director, and most highway workers
- For our office assistants and clerks, the assigned pay grade is not close to competitive. Their compensation does not reflect the level of responsibility many have in their job descriptions or the complexity of day-to-day work in a modern office environment, where computer literacy and specialized knowledge have replaced the standard office skills of the past such as typing, filing and routing phone calls
- Water / wastewater employees must have their own chart to reflect the challenges of their professions, which include extensive training and certification, and considerable scarcity of qualified people in the market

# Options Considered but Not Taken

## FY 2024 is Not Ideal Timing for Change, But Still the Best

Option	Reasoning
Keep existing comp tables and give employees a larger than typical COLA	<ul style="list-style-type: none"> <li>• Easiest solution, but fails to resolve the major underlying issues of mismatched skill requirements and comp</li> <li>• Note that we implemented a 4% in FY 2023 across the board for non-union staff only to set the stage financially for more meaningful change. This was a deviation from past practice of providing all employees the same COLA, achieved through negotiations with all unions and then set for non-union staff accordingly</li> </ul>
Convert the finance functions, which are allowed to have contracts under state law, to come off the tables, thus relieving the pressure to fit high responsibility jobs with small budgets and staff into the management tables	<ul style="list-style-type: none"> <li>• Not recommended, establishes separation from other employees</li> <li>• Contract renewals create pressure points for employees</li> <li>• Better option is to make sure scoring system accounts for the responsibility levels of financial positions</li> </ul>
Hire outside consultant to analyze situation and design a new system	<ul style="list-style-type: none"> <li>• Compensation studies can cost from \$35,000 upwards, money we could be spending on wages</li> <li>• We don't have enough employees to make the problem so complex we can't solve it using the same basic tools of benchmarking and position rating a consultant would use</li> </ul>
Wait another year until revenue picture is stronger	<ul style="list-style-type: none"> <li>• We will have to conduct a number of recruitments in the coming fiscal year as people retire</li> <li>• Even just one year of waiting further widens the gap with other communities, especially if they are providing large COLAs</li> <li>• Preferable to use FY 2025 COLA after FY 2024 reform</li> </ul>

Agenda

Parameters for New Tables

# Compensation Table Reform

## Proposed New Policy Regarding the Gaps Between Grades

- The gap between grades measures the difference in the depth and breadth of skills needed to perform well at each level.
- Under no circumstance should an employee progress from one grade to another based on longevity or success with assigned tasks; it is a skills determination driven by the nature of the tasks
- As the modern workplace has changed, there is a great deal of commonality of tasks and skills across various levels of authority
- A conclusion reached early in the process is that the existing system has too many grades to be implemented fairly and effectively
- The proposal was driven by preliminary review (not documented here) of skill sets and how many ways they might be differentiated into different levels
- In future, people will see the assignment of a grade to a new position to have significant connotations for the importance being assigned to a policy by management, it will serve the Town well to have clear demarcations between grades from the outset



# Compensation Table Reform

## Proposed New Policy Regarding the Gaps Between Grades

**Existing Grades**

M-5	7.5%
M-4	15%
M-3	15%
M-2	25%
M-1	Base
OA-5	11.1%
OA-4	14.9%
OA-3	10%
OA-2	20.1%
OA-1	Base
PM-5	10.4%
PM-4	4.9%
PM-3	4.9%
PM-2	9.3%
PM-1	Base

**Proposed Grades**

M-4	15.6%
M-3	15.5%
M-2	26.0%
M-1	Base
OA-3	15%
OA-2	15%
OA-1	Base
PM-3	11%
PM-2	11%
PM-1	base

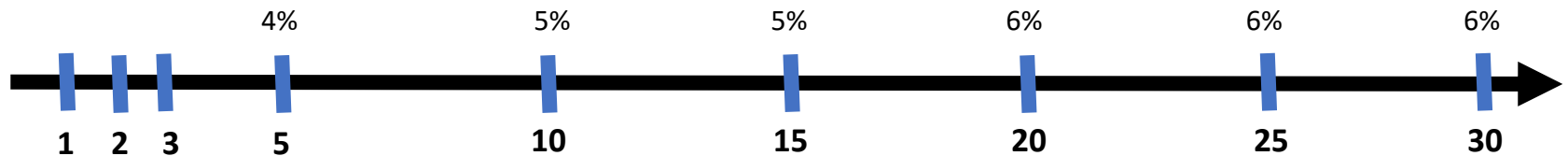
# Compensation Table Reform

## Proposal: New Policy Around Steps

*Existing system: each step is one year apart, and exactly 2.25% above the previous step  
Therefore, step 10 is always 22.17% higher than step 1*



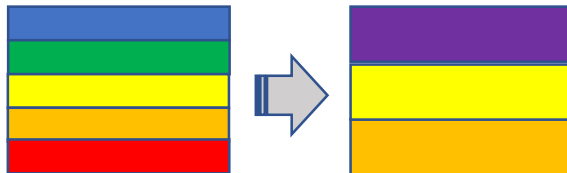
*Proposed system: early steps remain at 2.25%; after year 5, each step is 5 years apart, and vary based on policy. Step 10 is 13.5% higher than step 1; step 30 gap is 36.5%*



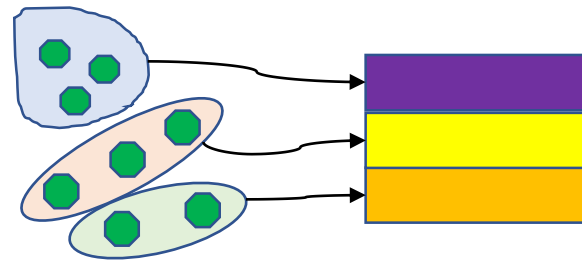
# Compensation Table Reform

## Summary of Analytical Steps

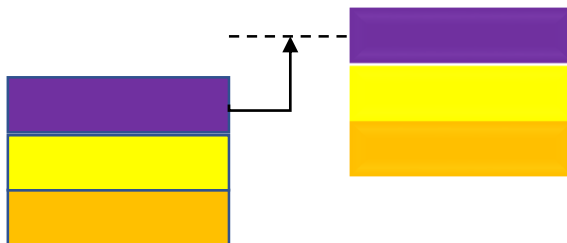
**Consolidate Grades**



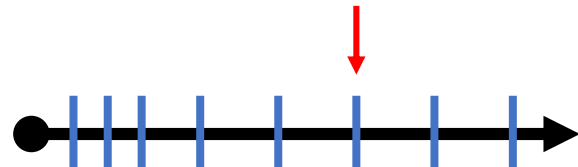
**Score Positions; Assign to Grades**



**Benchmark**



**Assign Employee to Step**



# Compensation Table Reform

## Detailed Process to Reach Consensus

- Review and update all job descriptions: employees should be paid on the basis of the skills they need to do their jobs, not aspirations or outdated task descriptions that don't reflect the current work environment
- Create a scoring system for each critical skill set: the compensation system should differentiate between higher order skills and lower levels of challenge and/or responsibility;
- Rate each position according to the scoring system: on the premise that the highest level of skills will support the highest rates of pay, each position should then be rated using the scoring system. Not every skill necessarily will have the same impact on job performance, thus, raters must allocate weights to each skills set as well as rate each position;
- Take average ratings from several perspectives: five raters with exposure to the entire organization reviewed each position description and applied the scoring system, and then met to arrive at consensus;
- Gather and analyze benchmarks: primary sources included municipal annual reports, MMA job postings, direct outreach to peers
- Check results with current employees: once all background information is gathered, preliminary outcome is shared with each employee for feedback and edits. Supervisors will participate in the final rating of positions that report directly to them and request adjustments for merit
- Set proposed level of pay for each grade, assign employees to relevant step, review budget impact: Primarily the task of the TA acting as Personnel Director and drafter of the budget, the task is to make sure the new system has robust internal logic and is affordable for the Town
- Present to FinCom, BOS and finalize Town Meeting documents: The goal is to have employees' support and a sustainable budget for the program as each level of decision making reviews the final proposal; the review process will take considerable time and be planned "back" from Town Meeting date

# Agenda

## Management Positions

# Job Description Review: Management Duties Tests

## Federal Regulations Serve as Guide – 29 CFR 541

*Douglas has paid some positions under hourly office assistant or operator/laborer classifications that are, in fact, management roles. The Compensation Table Reform proposal includes moving these positions into salaried rates as FLSA exempt employees.*

### 29 CFR 541 Definition of Management

#### [§ 541.102 Management.](#)

“Generally, “management” includes, but is not limited to, activities such as interviewing, selecting, and training of employees; setting and adjusting their rates of pay and hours of work; directing the work of employees; maintaining production or sales records for use in supervision or control; appraising employees' productivity and efficiency for the purpose of recommending promotions or other changes in status; handling employee complaints and grievances; disciplining employees; planning the work; determining the techniques to be used; apportioning the work among the employees; determining the type of materials, supplies, machinery, equipment or tools to be used or merchandise to be bought, stocked and sold; controlling the flow and distribution of materials or merchandise and supplies; providing for the safety and security of the employees or the property; planning and controlling the budget; and monitoring or implementing legal compliance measures.”

### 29 CFR 541 Definition of Exempt Administrative Duties

#### [§ 541.201 Directly related to management or general business operations.](#)

- “(a) To qualify for the administrative exemption, an employee's primary duty must be the performance of work directly related to the management or general business operations of the employer or the employer's customers.... “
- “(b) Work directly related to management or general business operations includes, but is not limited to, work in functional areas such as tax; finance; accounting; budgeting; auditing; insurance; quality control; purchasing; procurement; advertising; marketing; research; safety and health; personnel management; human resources; employee benefits; labor relations; public relations, government relations; computer network, internet and database administration; legal and regulatory compliance; and similar activities. Some of these activities may be performed by employees who also would qualify for another exemption....”

# Job Description Review: Management Duties Tests

## Massachusetts Law on Confidential Employees

- Under very narrow circumstances, an employee's access to and work with confidential information will allow for their position to be characterized as a management role. MGL Chapter 150E, Section 1 includes the following selected language in the definition of "employee":

*"Employee" or "public employee", any person in the executive or judicial branch of a government unit employed by a public employer except elected officials, appointed officials, members of any board or commission, representatives of any public employer, including the heads, directors and executive and administrative officers of departments and agencies of any public employer, and other managerial employees or confidential employees, ... Employees shall be designated as confidential employees only if they directly assist and act in a confidential capacity to a person or persons otherwise excluded from coverage under this chapter..."*

- This language was further refined by the Massachusetts Labor Relations Commission in several decisions, including its 2006 opinion, In the Matter of Town of Greenfield and Salary Schedule Employees Association, at 32 MLC 133, as follows:

*"The Commission has construed this statutory language to exclude those persons who have a direct and substantial relationship with an excluded employee that creates a legitimate expectation of confidentiality in their routine and recurrent dealings... Regular exposure to confidential material directly related to labor relations policy or other equally sensitive policy information while directly assisting a person excluded from the Law's coverage is grounds for finding an employee confidential..."*

- The comp reform team carefully reviewed positions that report, or will report, directly to the Town Administrator in the administration of his/her duties under the Special Act, including personnel director, authority to manage litigation, and agent of the BOS in negotiations with outside parties, to determine if they are management roles

# Compensation Table Reform

## Management Skill Categories and Levels (page 1 of 2)

- Day to day supervision and span of control: management of any other person or people creates the complexity and responsibility typically used to define a position as “management.” As the size of the managed group grows, so does the need for a manager to delegate tasks, manage the span of control and hold people accountable for compliance with workplace rules as well as productivity milestones. Now that Massachusetts has adopted OSHA standards for local government employees, the role of the manager has the added task of making sure those standards are met in day to day operations. The rating system is based on our current staffing levels and at some point in the long run will need to be updated should the staff grow.
- Discipline: managing people will from time to time require corrective action or even terminations of employment. Front line supervisors also have a huge responsibility to make sound judgment calls if certain forms of incidents are brought to their attention. The training and implementation burden increases with the size of the group managed and the ultimate level of discipline the manager is authorized to measure out.
- Confidential information: organizational integrity is based on trust that confidential information is being managed properly. Along with management of a subordinate, handling confidential information is a legally recognized marker of management level responsibility. Current workplace environment rules have greatly enhanced the protections afforded to certain forms of information, exposing the Town to significant legal and financial risk should those rules be broken. The rating system recognizes the size of the risk presented by certain forms of information as the distinguishing factor between different levels of management skill.



# Compensation Table Reform

## Management Skill Categories and Levels (page 2 of 2)

- Asset management: managers are assigned the resources needed to complete their job duties, including building, vehicle, tangible equipment and information technology. The size of the asset portfolio is a direct measure of the financial exposure the manager addresses through responsible use, regular maintenance, timely and complete repair, and replacement when necessary. The variety of assets under management adds to the complexity of the manager's duties. Managers with large portfolios also prepare and defend capital budget proposals.
- Fiscal management: managers are expected to gather and use the financial resources needed for their jobs, through the operating budget process as well as grants and other sources of funding. The more complex the operation, the more likely it is that the manager's budget has more variables to address before a budget estimate can be put in place. Further, the more money flows through a function, the more the manager needs to be sure that fiscal controls are in place and being enforced. Finally, the procurement process has its complexities as well, and the more a manager buys, the more business acumen is required to find the best value for the Town.
- Interaction with the State: local government is a creature of state law, and the degree to which managers have state officials looking over their shoulders is a consideration when rating management positions. This rating also captures the value of specialized knowledge, since those areas with the greatest level of detailed regulation are also those who can expect considerable interaction with state officials.
- Interaction with the public: The public is our true "boss" in public service, and the more intense and frequent the interaction, the greater value there is on sound judgment, good communication and professionalism. This rating also gives weight to those positions that have to work with one or more volunteer boards.

# Management Skill Level Rating Matrix

## Page 1 of 8

Grade	M-4	M-3	M-2	M-1
Day-to-day supervision of personnel	<ul style="list-style-type: none"> <li>• <i>General:</i> The manager directly supervises the day-to-day activities of at least 10 employees (may include full time, part time, temporary, seasonal, or contracted)</li> <li>• <i>Span of control:</i> Manages multiple work teams for a majority of time</li> <li>• <i>Scheduling:</i> Must establish work schedule and arranges for all necessary supplies and equipment to assure productivity</li> <li>• <i>Safety:</i> Establishes training and work methods to minimize risk of workplace accidents / injuries</li> </ul>	<ul style="list-style-type: none"> <li>• <i>General:</i> The manager directly supervises the day-to-day work of less than 10 and more than 5 employees</li> <li>• <i>Span of control:</i> Manages a single work team most of the time</li> <li>• <i>Scheduling:</i> May establish work schedule and arranges for all necessary supplies and equipment to assure productivity</li> <li>• <i>Safety:</i> Implements work safety plans; minimum training requirement is "responsible person"</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Responsibility:</i> The manager directly supervises less than 5 and more than 1 employee(s)</li> <li>• <i>Span of control:</i> Manages a single work team more than 80% of the time</li> <li>• <i>Scheduling:</i> May establish work schedule and arranges for all necessary supplies and equipment to assure productivity</li> <li>• <i>Safety:</i> Workplace safety is not a regular daily concern, but training and planning are needed</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Responsibility:</i> The manager oversees the day-to-day work of 1 or less employees</li> <li>• <i>Span of control:</i> minimal control over work of others</li> <li>• <i>Scheduling:</i> Manager primarily schedules her/his own work, and support staff, if any, organizes work around manager's work</li> <li>• <i>Safety:</i> Workplace safety is a minimal concern</li> </ul>

# Management Skill Level Rating Matrix

## Page 2 of 8

Grade	M-4	M-3	M-2	M-1
Day-to-day supervision of personnel	<ul style="list-style-type: none"> <li><i>Workplace Environment:</i> Responsible for all conflict resolution short of discipline</li> <li><i>Accountability:</i> Manager does not have a supervisor within the department, answering only to TA.</li> </ul>	<ul style="list-style-type: none"> <li><i>Workplace environment:</i> May be responsible for all conflict resolution short of discipline, or is responsible for front line involvement in conflict resolution</li> <li><i>Accountability:</i> Manager may not have a supervisor within the department, answering only to TA; in the alternative, has only one direct report within the department</li> </ul>	<ul style="list-style-type: none"> <li><i>Workplace environment:</i> May be responsible for all conflict resolution short of discipline, or is responsible for front line involvement in conflict resolution</li> <li><i>Accountability:</i> Manager may not have a supervisor within the department, answering only to TA; in the alternative, has only one direct report within the department</li> </ul>	<ul style="list-style-type: none"> <li><i>Workplace environment:</i> Generally not responsible for setting workplace tone</li> <li><i>Accountability:</i> Manager does not have a supervisor within the department, answering only to TA</li> </ul>

# Management Skill Level Rating Matrix

## Page 3 of 8

Grade	M-4	M-3	M-2	M-1
Day-to-day supervision of personnel	<ul style="list-style-type: none"> <li><i>Leadership:</i> Manager is ultimately accountable for maintaining department morale and employee retention</li> </ul>	<ul style="list-style-type: none"> <li><i>Leadership:</i> Manager has significant impact upon maintaining department morale and employee retention</li> </ul>	<ul style="list-style-type: none"> <li><i>Leadership:</i> Maintains a professional and pleasant atmosphere, but reference points for employees in the function include the general town-wide environment as much as their own small area</li> </ul>	<ul style="list-style-type: none"> <li><i>Leadership:</i> Professional presentation more likely to reflect on the Town as a whole than morale of a group of employees</li> </ul>
Discipline	<ul style="list-style-type: none"> <li>Manager serves as Step 2 in the grievance process</li> <li>Has authority to issue verbal and written warnings, and suspend employees up to 5 days</li> </ul>	<ul style="list-style-type: none"> <li>Manager serves as Step 2 in the grievance process, has authority to issue verbal and written warnings, and suspend employees up to 5 days</li> </ul>	<ul style="list-style-type: none"> <li>Manager serves as Step 1 in the grievance process, has authority to issue verbal and written warnings</li> </ul>	<ul style="list-style-type: none"> <li>The manager has no authority or responsibility to issue discipline</li> </ul>

# Management Skill Level Rating Matrix

## Page 4 of 8

Grade	M-4	M-3	M-2	M-1
Confidential Information	<ul style="list-style-type: none"> <li>• The manager has regular access to, administers, and/or maintains confidential information that falls under specific statutory protection, across the full range of departmental activities</li> <li>• Has access to, and may add to, the personnel records of all under their supervision</li> <li>• Possesses knowledge of Town financial, building, vehicle, computer network or other security information at the administrator level, with implications for the Town as a whole</li> </ul>	<ul style="list-style-type: none"> <li>• On an intermittent basis, the manager has access to, administers, and/or maintains confidential information that falls under specific statutory protection</li> <li>• Has access to, and may add to, the personnel records of all under their supervision</li> <li>• Possesses knowledge of Town financial, building, vehicle, computer network or other security information at the user level, with implications for their department and/or related functions</li> </ul>	<ul style="list-style-type: none"> <li>• The manager's access to confidential information is infrequent, but covers the full range of departmental activities, with need that arises from interactions driven by a supervisory relationship, direct knowledge of specific incidents, or specific job duties</li> <li>• Possesses knowledge of specific pieces of security-related information necessary for their job function</li> </ul>	<ul style="list-style-type: none"> <li>• The manager's access to and use of confidential information qualifies them to be a manager (exempt from FLSA). Information may be at any level of criticality for the Town, but is strictly limited to the scope of the employee's duties as defined in their job description</li> </ul>

# Management Skill Level Rating Matrix

## Page 5 of 8

Grade	M-4	M-3	M-2	M-1
Asset management	<ul style="list-style-type: none"> <li>Responsible for the security and maintenance of assigned free standing building and a vehicle fleet; includes having a system in place for tracking maintenance and repairs, communicating needs effectively to TA when problems occur, and maintaining safe environment for employees</li> <li>Prepares and presents a capital budget that reflects complex prioritization of department needs</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for the security and maintenance of building space and/or a vehicle fleet; has a system in place for tracking maintenance and repairs, communicating needs effectively to TA when problems occur, and maintaining safe environment for employees</li> <li>Prepares and presents a capital budget that assures timely replacement of a limited set of mission critical items and targeted spending to support sustainable services</li> </ul>	<ul style="list-style-type: none"> <li>Minimal direct physical asset management or capital budgeting</li> <li>Responsible for one or more task-specific IT assets and/or databases critical to a municipal function</li> </ul>	<ul style="list-style-type: none"> <li>Builds and/or maintains intangible assets (professional network, analytical or reporting frameworks, inventory management, for example) that enhance the capabilities of a department to manage its work</li> </ul>

# Management Skill Level Rating Matrix

## Page 6 of 8

Grade	M-4	M-3	M-2	M-1
Asset management	<ul style="list-style-type: none"> <li>• Maintains IT and communications systems to enable department operations, obtains and uses admin privileges as needed</li> <li>• Annual capital spend averages more than \$100,000 over 5 years</li> </ul>	<ul style="list-style-type: none"> <li>• Capable and experienced user of various IT and communications systems, brings needs to attention of IT or TA for upgrades, etc.</li> <li>• Annual capital spend averages \$50,000 to \$100,000 over 5 years</li> </ul>	<ul style="list-style-type: none"> <li>• Directs others' usage of IT assets but is not proficient in systems beyond narrow usage pattern</li> <li>• Capital spend of up to \$50,000 per year on average over 5 years</li> </ul>	
Project management	<ul style="list-style-type: none"> <li>• Manages multiple task sets on different time lines, consistently bringing them all to successful completion</li> <li>• Extensive adaptation to changing circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Provides a limited variety of services (2-3) that include a variety of time lines that may or may not be repetitive</li> <li>• Some adaptation required to keep tasks on track</li> </ul>	<ul style="list-style-type: none"> <li>• Manages one or two complex functions and related tasks on a repetitive cycle</li> <li>• Job does not require change management except in major system upgrade or replacement events</li> </ul>	<ul style="list-style-type: none"> <li>• Works on specialized and/or time sensitive projects</li> <li>• Pattern of successful task completion</li> </ul>

# Management Skill Level Rating Matrix

## Page 7 of 8

Grade	M-4	M-3	M-2	M-1
Fiscal management (budget and fiscal control)	<ul style="list-style-type: none"> <li>• Prepares a complex operational budget</li> <li>• Implements annual budget(s) of \$500,000 or more</li> <li>• Authorizes use of overtime (as applicable)</li> <li>• Attends to the management of inventory, prepares and reviews warrants for payment of bills, advises TA on vendor relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares, presents and/or implements annual operating budget(s) of over \$250,000 and not more than \$500,000</li> <li>• Authorizes use of overtime (as applicable)</li> <li>• Attends to the management of inventory, prepares and reviews warrants for payment of bills, advises TA on vendor relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares, presents and implements annual operating budget(s) of over \$100,000 and not more than \$250,000</li> <li>• Little to no strain on budget during typical annual operations, maintains services with resources provided (less exposure to upside risk factors)</li> <li>• Limited range of inventory or fiscal control touch points</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares, presents and implements annual operating budget(s) of less than \$100,000</li> <li>• Minimal expense budget</li> <li>• No role in fiscal control (town-provided funds)</li> </ul>

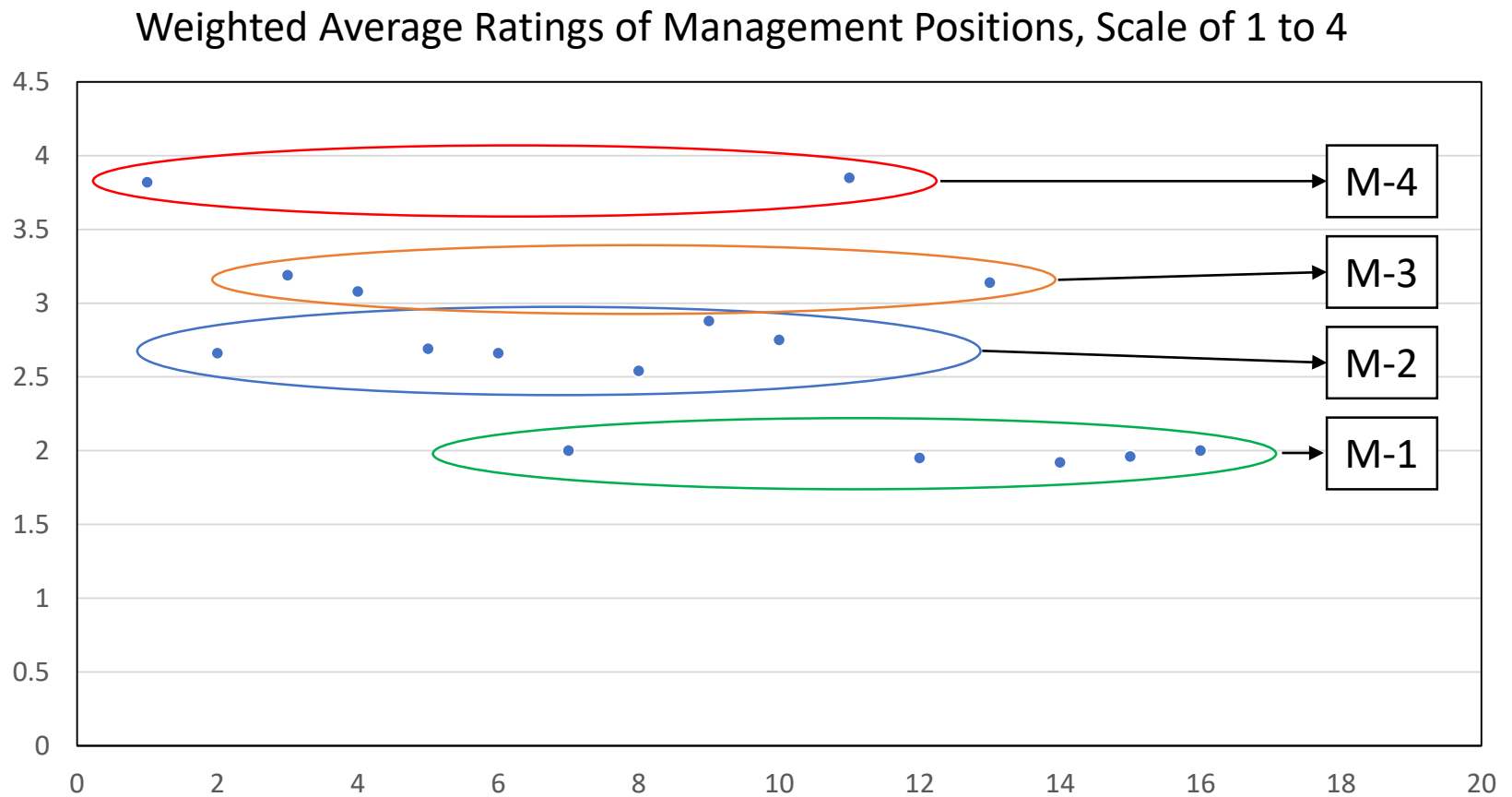


# Management Skill Level Rating Matrix

## Page 8 of 8

Grade	M-4	M-3	M-2	M-1
Interaction with State officials	<ul style="list-style-type: none"> <li>On a frequent (more than once a week) basis, full range of engagement with State government, including: regulatory compliance, implementation of direct funding, seeking and executing grants, filing regular reports, interaction with state legislators and executive branch officials as a Town representative</li> </ul>	<ul style="list-style-type: none"> <li>On a frequent (more than once a week) basis, engages in some work with State government, including: regulatory compliance, implementation of direct funding, seeking and executing grants, filing regular reports, interaction with state legislators and executive branch officials as a Town representative</li> </ul>	<ul style="list-style-type: none"> <li>Occasional contact with the state on some, but not all, possible points of interaction</li> </ul>	<ul style="list-style-type: none"> <li>Interaction with state officials is infrequent, and/or narrowly focused on a part of the manager's portfolio</li> </ul>
Interaction with the public	<ul style="list-style-type: none"> <li>Engages the public both proactively and reactively, conducting outreach, providing messaging about projects, and answering specific calls for service and complaints</li> </ul>	<ul style="list-style-type: none"> <li>Extensive interaction with the public, primarily in a reactive pattern, providing extensive customer service and complaint resolution</li> </ul>	<ul style="list-style-type: none"> <li>Reactive, sporadic public interaction that is a secondary consideration to the primary duties of the role</li> </ul>	<ul style="list-style-type: none"> <li>Limited interaction with the public on specific topics, on an infrequent basis, with little direct authority to resolve issues raised with consultation with others</li> </ul>

# Summary of Consensus Management Position Rankings Histogram



# Compensation Table Reform

## Re-Grading Hourly Positions as Management Roles

Position to be Moved to Management Scale	Rationale
Highway Foreman (from PM-5 to M-2)	<ul style="list-style-type: none"> <li>• Directs the day-to-day activity of up to 5 people, including authorization of overtime</li> <li>• Handles all admin duties for Town facilities, including budgeting and prioritization of capital requests</li> </ul>
Economic Development Project Facilitator (to “Director”) (from MS-4 to M-1)	<ul style="list-style-type: none"> <li>• Extensive engagement in the grant writing process (added to current job description), interacting on behalf of the Town with Federal and State officials</li> <li>• Lead person on grant administration, including tracking spending, interacting with engineers’ construction supervisor, filing paperwork in timely and complete manner</li> <li>• Manages confidential information as part of development agreement discussions and outside parties’ industry secrets, reporting directly to Town Administrator</li> </ul>
Payroll and Benefit Administrator (new position / title) (from OA-3 to M-1)	<ul style="list-style-type: none"> <li>• Creating a benefit administrator position is a step on the path to having a full time Human Resources role</li> <li>• Will participate in collective bargaining</li> <li>• Job includes implementation of benefit policies approved by the BOS and TA</li> <li>• Handles very sensitive information, including payroll data, benefit enrollment data, and PHI</li> </ul>
Office Assistant, Board of Health (to “Office Manager”) (from OA-5 to M-2) Add 3 hours / week	<ul style="list-style-type: none"> <li>• Manages several part time employees, including inspectors, transfer station workers and part time office staff</li> <li>• The BOH is technically the department head, but this position runs the day to day operations, coordinating activities to allow the BOH to function with monthly meetings</li> <li>• Budget includes transfer station enterprise fund, BOH operations, landfill monitoring, personnel for over \$350,000</li> </ul>

# Compensation Table Reform

## Cost of Changing Four Positions to Management Scale

Position	FY 2023 Base Pay	FY 2024 Base Pay with Step (as noted) and 2% COLA	Proposed FY 2024 Base Pay	Cost Attributable to Reform Proposal
Highway Foreman	\$ 67,097 Plus OT.	\$ 68,439 No step. Plus OT.	\$ 84,088 M-2, Step 5. No OT.	\$ 15,649
Economic Development Project Facilitator	\$ 44,006 30 hours / week	\$ 46,923 Step; 30 hours / week	\$ 80,258 40 hours / week; no OT. M-1, Step 25.	\$ 33,335
Payroll and Benefit Administrator (new position, replaces assistant treasurer)	\$ 39,937 30 hours / week plus 100 hours	\$ 40,737 Step; 30 hours / week plus 100 hours	\$ 53,813 35 hours / week; no OT. M-1, Step 1 (pro-rated)	\$ 13,076
Office Manager, BOH (new position, replaces office assistant; move all costs to general fund)	\$ 31,738 19 hours / week plus 21 hours	\$32,320 Step; 19 hours / week plus 21 hours	\$ 63,938 33 hours / week, no OT. 11 hours moved to budget from transfer station fund	\$ 31,618
<b>TOTAL</b>	\$ 182,778	\$ 188,419	\$ 282,097	<b>\$ 93,678</b>

*Notes: 1. The highway foreman typically incurs \$ 12,000 - \$20,000 of overtime in a fiscal year, dependent, of course, on the winter weather. 2. All figures are budget numbers, which means, always rounded up*

# Compensation Table Reform

## Management Positions, General Fund Budget (page 1 of 2)

Position Current Grade, Step	FY 2023 Base Pay	FY 2024 Base Pay with Step (as noted) and 2% COLA	New FY 2024 Grade, Step & Base Pay	Cost Attributable to Reform Proposal
Highway Superintendent M-5, Step 10	\$ 107,562	\$ 109,806 No step.	M-4, Step 15 \$ 122,648	\$ 12,842
Treasurer / Collector M-3, Step 10	\$ 87,006	\$ 88,747 No step.	M-2, Step 15 \$ 91,838	\$ 3,091
Principal Assessor M-3, Step 5	\$ 77,845	\$ 79,597 Step 6	M-2, Step 3 \$ 80,988	\$ 1,391
Community Development Director M-5, Step 5	\$ 96,237	\$ 100,371 Step 6	M-3, Step 10 \$ 101,583	\$ 1,212
Building Commissioner M-3, Step 7	\$ 81,388	\$ 84,884 Step 8	M-2, Step 10 (merit) \$ 87,963	\$ 3,079
<b>TOTAL</b>	\$ 450,038	\$ 463,405	\$ 485,020	<b>\$ 21,615</b>

*Notes: 1. Employees hired over last 3-4 years shaded in yellow. 2. All figures are budget numbers, which means, always rounded up. 3. Building Commissioner's rate increased by BOS by vote of 3/28/2023*

# Compensation Table Reform

## Management Positions, General Fund Budget (page 2 of 2)

Position Current Grade, Step	FY 2023 Base Pay	FY 2024 Base Pay with Step (as noted) and 2% COLA	New FY 2024 Grade, Step & Base Pay	Cost Attributable to Reform Proposal
Adult Social Center Director M-3, Step 6	\$ 79,597	\$ 83,016	M-2, Step 10 \$ 87,963	\$ 4,947
Library Director M-3, Step 6	\$ 79,597	\$ 83,016	M-2, Step 5 \$ 84,088	\$ 1,072
Facilities Manager (new position for FY 2025)	- 0 -		M-3, Step 1 \$ 89,500	- 0 -
<b>TOTAL</b>	\$ 159,194	\$ 166,032	\$ 172,051	<b>\$ 6,019</b>



***The total cost for management adjustments, over the current tables, would be \$27,634. An additional \$93,678 is proposed to move hourly employees into positions properly rated as management roles***

*Notes: 1. Employees hired over last 3-4 years shaded in yellow. 2. All figures are budget numbers, which means, always rounded up. 3.*

# Agenda

## Office Assistant Positions

# Office Assistant Skill Levels

## Page 1 of 2

	OA-3	OA-2	OA-1
Financial recordkeeping	All of the requirements of OA-2, plus: the employee handles multiple budgets within a department or function, and/or multiple revenue streams, and or tracks multiple outside accounts (grants, 53G or other applicant funded accounts, or agreements such as betterments or PILOTS)	All of the requirements of OA-1, plus: the employee implements the internal financial process for an entire department or function within a department, including cash turnovers, vouchers for invoices, and payroll / timesheet submissions.	The employee documents their own use of funds, including timesheet, mileage report, education reimbursement. Employee takes in, sorts and assigns invoices to the attention of others. Collects cash and provides receipts, but does not handle turnover.
Information technology competency and use	All of the characteristics of OA-2, plus: has a proactive role in the office environment, utilizing collaboration tools, customized Office 365 documents or processes, the Town's website and/or social media accounts, to assist management in creating a public-focused level and quantity of service. Has cross trained on more than one major Town system.	All of the requirements of OA-1, plus: the employee implements the integration of IT into daily work of the department or function in an "active" way, creating reports, error checking mechanisms and performing updates as required. Has full command of website editing skills and assists supervisor in keeping department page content up to date and relevant.	The employee has the skills required to be a "passive" user of the IT environment, meaning, utilizes major software packages for data entry, operates all typical hardware such as printer, scanner, etc., and has basic skills in Office 365 to utilize email, simple spreadsheets and documents.



# Office Assistant Skill Levels

## Page 2 of 2

	OA-3	OA-2	OA-1
Office work flow	All of the requirements of OA-2, plus: The employee exercises independent judgment in assuring the efficient organization of function work, which may include scheduling others' time, meeting numerous deadlines by gathering the work of others, and adjusting schedules as needed to minimize time conflicts.	All of the requirements of OA-1, plus: The employee implements established work flow across various applications, projects or routine tasks. Identifies potential scheduling challenges and/or conflicts. Communicates scheduling effectively with supervisor and the public, and keeps statutory deadlines.	The employee is responsible for the completion of assigned tasks specified in the job description in a timely manner.
Recordkeeping (subject matter)	All of the requirements of OA-2, plus: The employee maintains multiple databases / file systems that support a variety of different functions and purposes, but which may be related by a common factor. The data stored is critical to a Town function. The employee is authorized to alter permanent records under certain circumstances.	All the requirements of OA-1, plus: The employee maintains files in both hard copy and electronic form that may be indexed according to more than one factor (by date, vendor, case file #, etc.) and which form a reference base for the department's operations.	The employee preserves records in a simple hard copy filing system, as directed. Records are added as needed, removed only if retention period has expired. The employee does not have the authorization to change any town record.
Interaction with the public	Direct contact with the public is a major portion of everyday work. Routinely solves issues and answers questions, may research as needed.	The employee has regular contact with the public, employees or volunteers. Problem solving based on readily available information.	The employee has sporadic contact with the public and limited authority / ability to provide answers to problems.

# Compensation Table Reform

## Office Assistant Positions, General Fund Budget (page 1 of 3)

Position Current Grade, Step	FY 2023 Base Pay	FY 2024 Base Pay with Step (as noted) and 2% COLA	New FY 2024 Grade, Step & Base Pay	Cost Attributable to Reform Proposal
Highway Office Assistant OA-2, Step 10	\$ 35,607 30 hours / week	\$ 36,327 No step.	\$ 41,020 OA-2, Step 15 30 hours / week	\$ 4,693
Building Office Assistant OA-4, Step 4	\$ 43,966 33.5 hours / week	\$ 44,962 Step 5	\$ 52,675 OA-3, Step 10 (merit) 35 hours / week	\$ 7,713
Community Development Office Assistant OA-4, Step 2	\$ 42,052 33.5 hours / week	\$ 43,853 Step 3	\$ 46,420 OA-3, Step 3 33.5 hours / week	\$ 2,567
Assistant Town Clerk / Tax Collection Asst. OA-3, Step 7	\$ 36,624 30 hours / week	\$ 38,189 Step 8	\$ 45,150 OA-3, Step 10 30 hours / week	\$ 6,961
BOH Office Assistant OA-2, Step 2	\$ 13,907 14 hours / week	\$ 14,218 Step 3	\$ 16,514 OA-2, Step 2	(\$ 16,514) To transfer station
<b>TOTAL</b>	\$ 172,156	\$ 177,549	\$ 201,779	<b>\$ 5,420</b>

Notes: 1. Employees hired over last 3-4 years shaded in yellow. 2. All figures are budget numbers, which means, always rounded up 3. BOH OA is to be moved to transfer station enterprise fund

# Compensation Table Reform

## Office Assistant Positions, General Fund Budget (page 2 of 3)

Position Current Grade, Step	FY 2023 Base Pay	FY 2024 Base Pay with Step (as noted) and 2% COLA	New FY 2024 Grade, Step & Base Pay	Cost Attributable to Reform Proposal
Assistant to the Town Accountant OA-3, Step 5	\$ 29,191 25 hours / week	\$ 30,445 Step 6	\$ 33,150 OA-3, Step 1 25 hours / week	\$ 2,705
Adult Social Center Admin. / Outreach Asst. MS-2, Step 2	\$ 29,801 30 hours / week	\$ 31,077 Step 3	\$ 36,166 OA-2, Step 3 30 hours / week	\$ 5,089
Fire & Ambulance Office Assistant OA-2, Step 7	\$ 33,308 30 hours / week	\$ 34,736 Step 8	\$ 35,387 OA-2, Step 2 30 hours / week	\$ 651
Minute Taker OA-1, Step 5	\$ 5,037 6 hours / week	\$ 5,535 Step 6	\$ 6,022 OA-1, Step 1	\$ 487
Assessors Office Assistant OA-4, Step 2	\$ 37,659 30 hours / week	\$ 39,271 Step 3	\$ 39,780 OA-3, Step 1 30 hours / week	\$ 509
<b>TOTAL</b>	\$ 134,996	\$ 141,064	\$ 150,505	<b>\$ 9,441</b>

Notes: 1. Employees hired over last 3-4 years shaded in yellow. 2. All figures are budget numbers, which means, always rounded up.

# Compensation Table Reform

## Office Assistant Positions, General Fund Budget (page 3 of 3)

Position Current Grade, Step	FY 2023 Base Pay	FY 2024 Base Pay with Step (as noted) and 2% COLA	New FY 2024 Grade, Step & Base Pay	Cost Attributable to Reform Proposal
Community Development P/T Office Assistant OA-4, Step 10	\$ 14,999 Budgeted at 10 hours / week	\$ 15,297 No step.	\$ 15,055 OA-2, Step 25, budget at 10 hours / week	(\$ 242)
Children's Librarian OA-4, Step 10	\$ 49,496 33 hours / week	\$ 50,479 No step.	\$ 54,479 OA-3, Step 20	\$ 4,000
Circulation librarian OA-2, Step 7	\$ 36,639 33 hours / week	\$ 38,210 Step 8	\$ 41,305 OA-2, Step 5	\$ 3,095
Library Aide OA-1 Step 5	\$ 15,373 17 hours / week	\$ 15,681 Step 6	\$ 19,616 Archivist (new title) OA-2, Step 1 17 hours / week	\$ 3,935
Adult Social Center P/T aide MS-1, Step 1	\$ 12,137 15 hours / week budgeted	\$ 12,410 Step 2	\$15,390 OA-1, Step 2 15 hours / week	\$ 2,980
<b>TOTAL</b>	\$ 128,644	\$ 132,077	\$ 145,845	<b>\$ 13,768</b>

Notes: 1. Employees hired over last 3-4 years shaded in yellow. 2. All figures are budget numbers, which means, always rounded up.

Agenda

Public Maintenance Positions

# Highway Employee Skill Levels Summary

	PM-3	PM-2	PM-1
Specialized knowledge of Town assets	Extensive knowledge of all Town infrastructure location, capabilities, age, etc., serving as a resource for department management and the entire Town	Has solid working knowledge of the Town, responds to and addresses service calls in timely and efficient manner	Has basic knowledge of major routes and critical infrastructure, can find most locations with minimal assistance
Technical skills	Has more than 10 years of experience operating all of the heavy equipment and trucks utilized by the Douglas Highway Department, and therefore, can be assigned to any routine task of the department as a project lead	Possesses a MA hoisting license and commercial driver's license in good standing for 10 years or less	Has one or none of the basic licensing requirements, but is actively engaged in training and/or classroom work to obtain needed qualifications within a reasonable time.
Project role	The employee typically serves as project lead, controlling the pace and resources used at a project site and during department wide operations. Is actively engaged on project work while it is in progress (not limited to supervision or inspection).	The employee may work alone and direct their own pace. On projects requiring multiple employees, is a rank and file worker directly engaged in the project work.	Must work directly under the supervision of the Superintendent or foreman, primarily as a laborer / helper as circumstances warrant.

# Compensation Table Reform

## Highway Positions, General Fund Budget

Position Current Grade, Step	FY 2023 Base Pay	FY 2024 Base Pay with Step (as noted) and 2% COLA	New FY 2024 Grade, Step & Base Pay	Cost Attributable to Reform Proposal
Lead Man PM-4, Step 10	\$ 60,769	\$ 61,012 No step.	\$ 74,955 PM-3, Step 30	\$ 13,943
Driver / Operator PM-2, Step 10	\$ 55,242	\$ 56,350 No step.	\$ 61,529 PM-2, Step 20	\$ 5,179
Driver / Operator PM-2, Step 1	\$ 45,217	\$ 46,124 Step 2	\$ 50,533 PM-2, Step 2	\$ 4,409
Driver / Operator PM-2, Step 9	\$ 54,026	\$ 56,350 Step 10	\$ 58,564 PM-2, Step 15 (merit)	\$ 2,214
Driver / Operator PM-2, Step 2	\$ 46,234	\$ 48,224 Step 3	\$ 51,645 PM-2, Step 3	\$ 3,421
<b>TOTAL</b>	\$ 261,488	\$ 268,060	\$ 297,226	<b>\$ 29,166</b>



***Note that these increased rates will also be reflected in the overtime budget for the Highway Department***

*Notes: 1. Employees hired over last 3-4 years shaded in yellow. 2. All figures are budget numbers, which means, always rounded up. 3. Highway workers have 40 hour work weeks, 52 weeks for non public safety 40 hour employees in FY 2024*

# Positions Not Addressed by Proposal

## Legacy Agreements, Specialty Roles, Negotiations in Progress

- In the 2000s and 2010s, Douglas reorganized several Town Hall functions to modernize operations or save money. These positions are compensated well above the rates the ratings for the roles would allow. The Town will honor its good faith commitments to individuals; the positions in question will revert to the compensation table if/when these employees leave Town service
  - Assistant Tax Collector: M-2, Step 10 under current table, rated at OA-3 in proposed system. Will receive a 2% COLA to arrive at \$70,994 in the FY 2024 budget
  - Conservation Agent, part time: M-3, Step 10 under current table, prorated for 17.5 hours per week. Proposed rating for this position in new table is M-1. Will receive a 2% COLA for a salary of \$44,373 in the FY 2024 budget
- The compensation system includes a table for miscellaneous positions (the so-called MS table) that are typically seasonal, temporary or per diem and tied to the State minimum wage. This table will be changed as follows: MS-1, Step 1 will be set at the minimum wage and all other positions increased accordingly to set steps at a uniform 2.25%, on the table as currently formatted. This gives managers flexibility to hire short term or fill-in roles at varying rates of pay depending on the skills needed.
- As previously voted by the Selectboard, call firefighters and paramedics will be taken out of the Public Safety table and have their rates set by a table dedicated only to them. The remaining PS table employees are either in specialty regular positions or in collective bargaining with the Town. These latter employees will no longer be on the table once they have a contract. For FY 2024, all remaining PS table employees will receive a 6% COLA and any steps they are eligible for under the existing table.



Agenda

Public Safety Table

# Rates for Call Firefighters and Paramedics

## Review and Findings

- *It is not appropriate for all public safety roles to be on the same table. Over time, the training required of a call firefighter, call or per diem EMS responder, or a dispatcher, has become more extensive and more specialized.*
- *It has become increasingly difficult to recruit new on-call public safety employees because the pool of motivated and qualified candidates has gotten much smaller.*
- *Spot fixes to the table have had the desired result in the short term, but over time, the underlying logic of the table has eroded, and the relationship between different roles is well out of balance.*



***Bringing full time and call roles in the fire department into a clearer relationship will prevent call rates from becoming uncompetitive and will contribute to morale and motivation***

***Current Hourly Rate Comparison – F/T vs. Call Roles***

Full Time (for comparison)		Call	Notes
Chief	\$ 52.84		Prorated contract rate 52 weeks, 40 hours per week
Deputy Chief		\$ 41.03	
Asst. Chief	\$ 45.43	\$ 21.55	F/T role is by personal employment agreement
Captain	\$ 31.42	\$ 31.04	F/T by union contract
Lieutenant	\$ 28.22	\$ 15.56	F/T by union contract
FF/EMT-P	\$ 23.49	\$ 22.63	F/T by union contract
FF/EMT-B	\$ 17.71	\$ 20.54	F/T by union contract
FF		\$ 15.56	
Probationary FF		\$ 14.25	

# Rates for Call Firefighters and Paramedics

## Proposed Public Safety Table – Base Rates

Position	Hourly rate (*prorated from 52/40)
Chief	* \$ 54.90
Deputy Chief	^ \$ 51.05
Assistant Chief – F/T	* \$ 47.20
Assistant Chief – Call	\$ 40.12
Captain – F/T	\$ 32.54
Captain – Call	\$ 27.66
Lt. – F/T	\$ 29.23
Lt. – Call	\$ 26.31
FF/EMT - P	\$ 23.90
EMT - P Call (with or without FF)	\$ 23.02
FF/EMT – B	\$ 21.32
EMT - B Call (with or without FF)	\$ 20.72
FF Call (no EMS)	\$ 17.86
Probationary FF Call	\$ 16.00

- Rates shown are FY 2024.
- All rates shown are Step 1 rates in their respective tables (where applicable).
- Rates marked with \* are pro-rated hourly rates of salaried contract employees.
- The Deputy Chief rate is the mid-point between ranks above and below.
- The Deputy Chief stipend will be eliminated from the budget after this hourly rate increase.
- Full time / part time gap set at 15% for ranked positions, but closed to roughly 4% for rank and file
- MOU with Union still required to set (increase) the FF/EMT – B rate as shown on this table
- This table is best suited for the Public Health Nurse hourly rate, since it is a public safety function and the rate more naturally fits in to this range of values than any other table (MS rates tend to be low); comp table will include that rate at \$42.40
- The table will include steps based only on merit after evaluation by the Chief, driven by attendance at calls and other performance measures that must be put into Department SOPs

## Agenda

General Fund Budget Impact and Recommendation

# Budget Impact Summary

## General Fund

Category	Net Impact (compared to no change)
New Managers	\$ 93,678
Management	\$ 27,634
Office Assistants	\$ 28,629
Public Maintenance	\$ 29,166
TOTAL	\$ 179,107

- Just over 85% of the comp reform proposal's "new spending" goes to current full time, hourly employees
- Does not include budgeted 6% increase for dispatchers that is baseline for union negotiations
- Budget will account for potential increase in call firefighter pay separately
- The cost is below the \$250,000 not-to-exceed limit set by the Selectboard before this project was launched



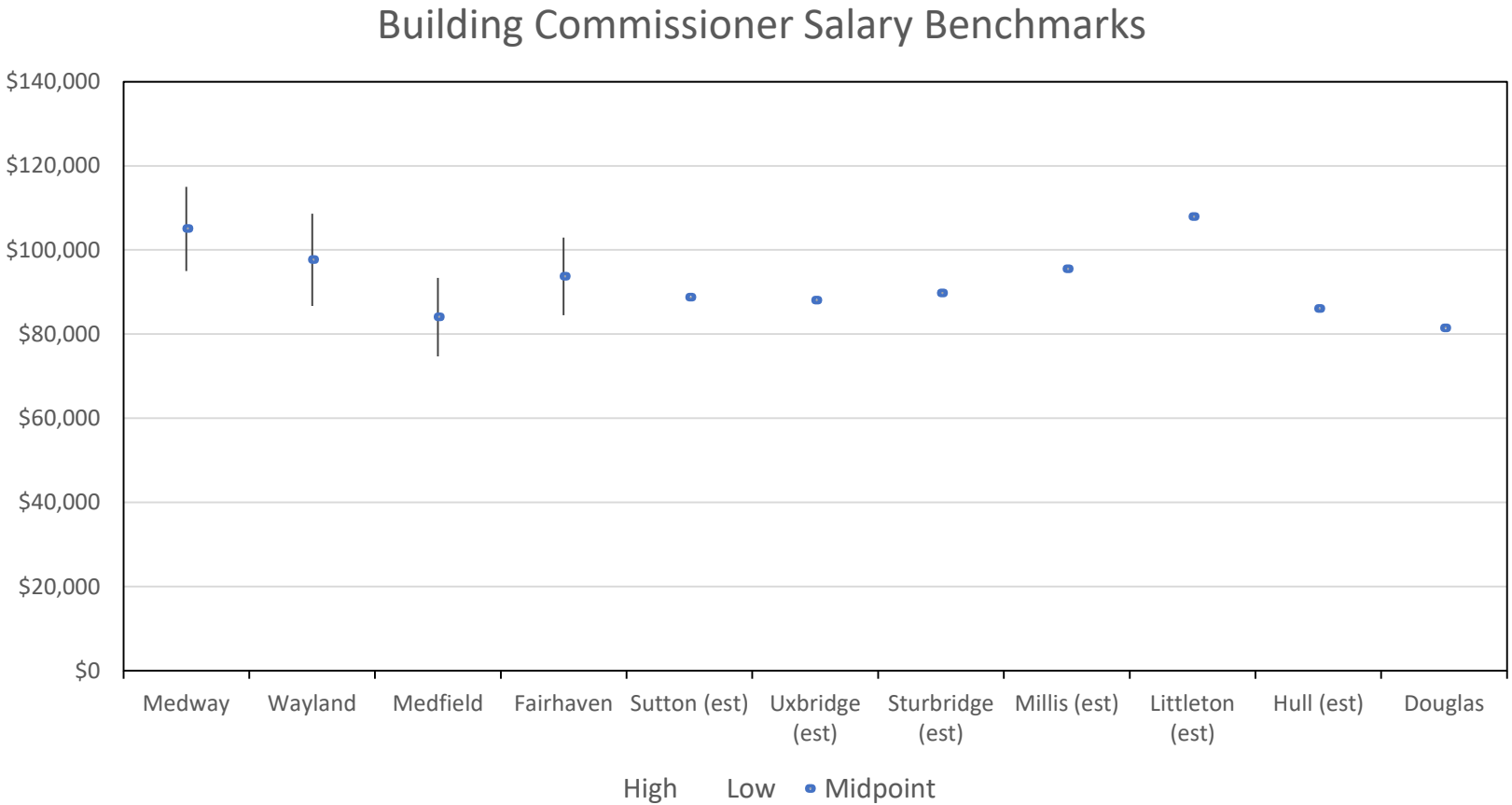
***The Tables appearing in Appendix B are recommended for inclusion in the ATM warrant and Town Meeting approval***

# Appendix A

## Benchmarks for Selected Positions

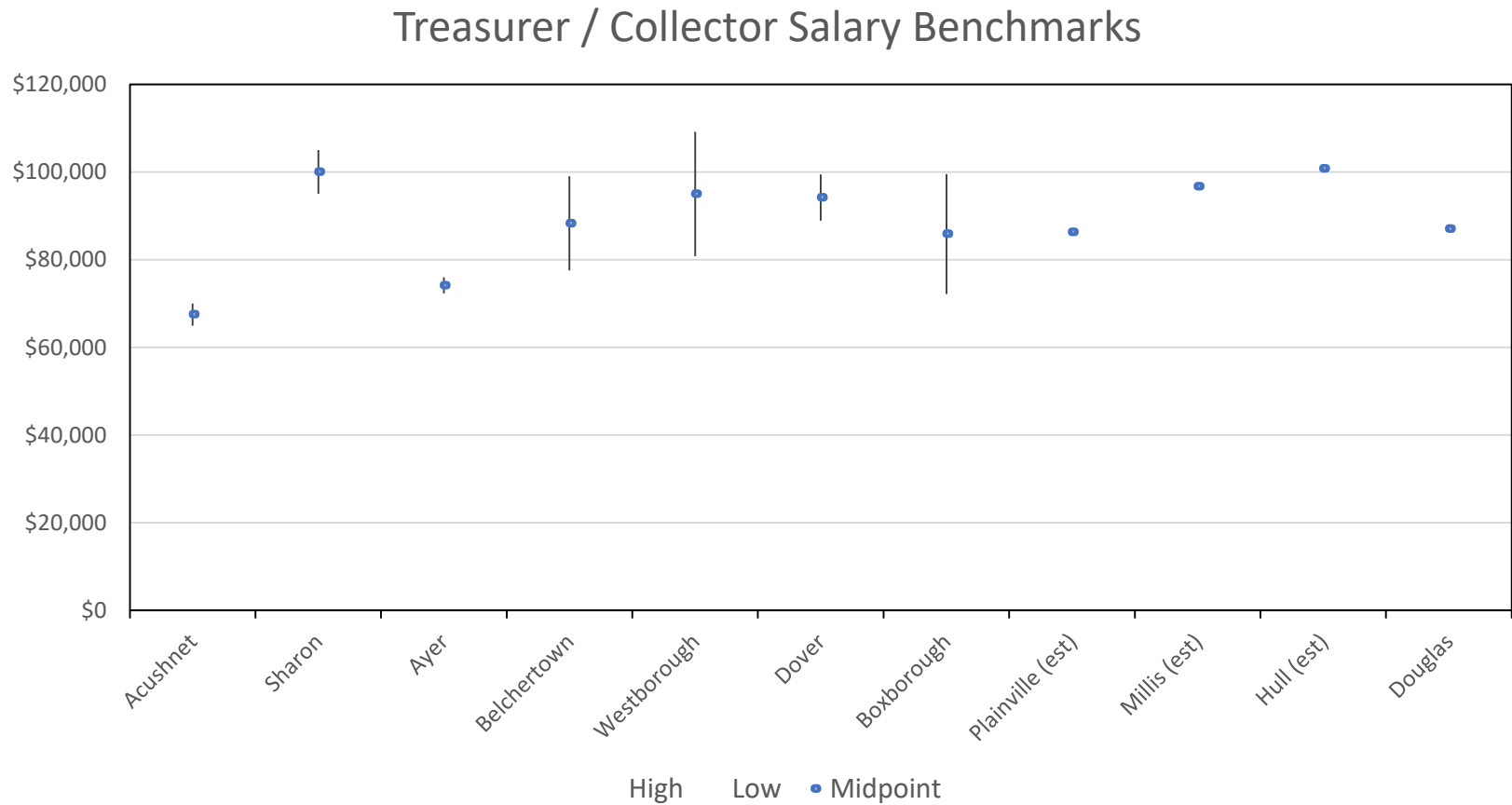
# Benchmarks

## Building Commissioner



# Benchmarks

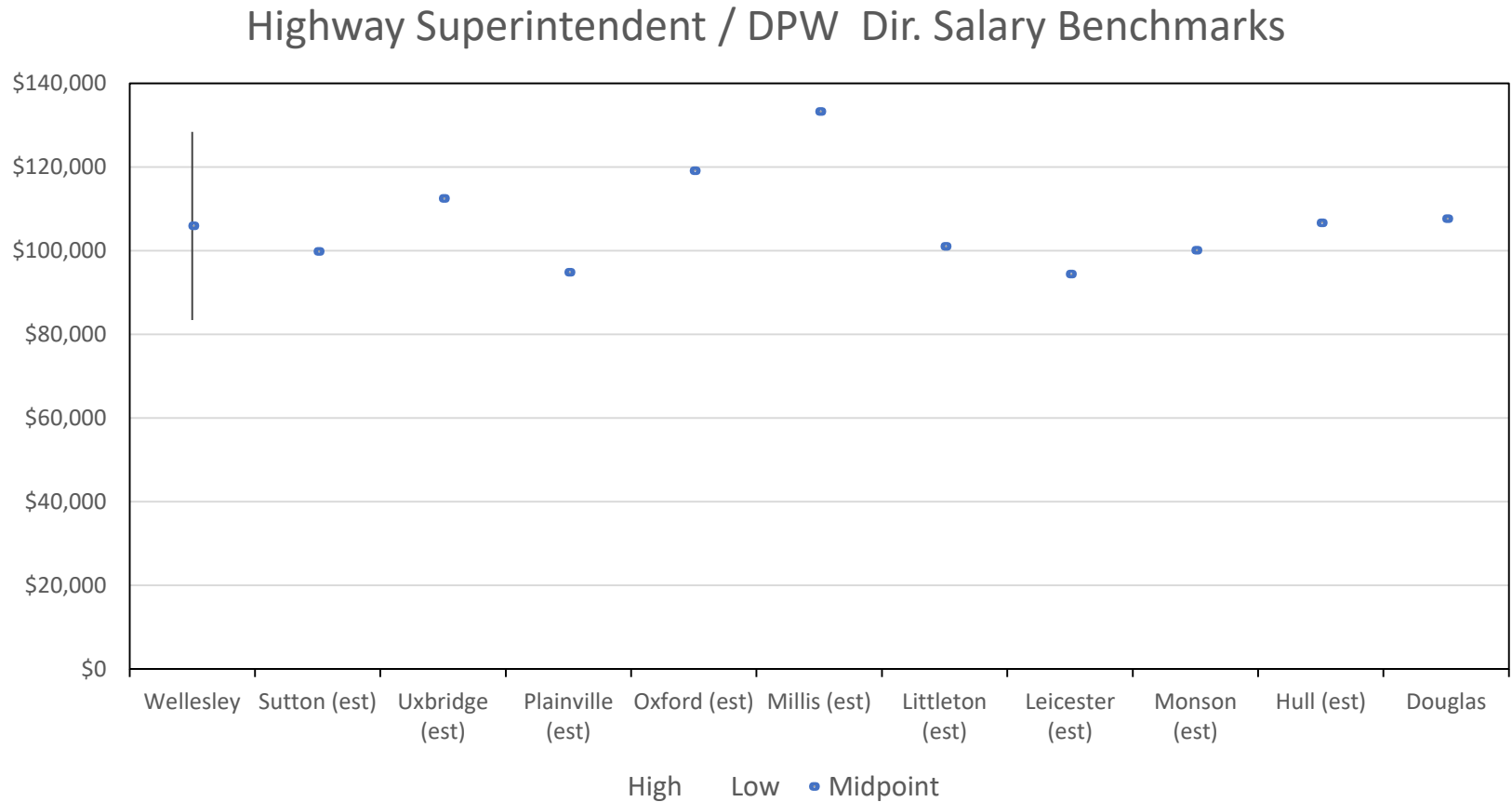
## Treasurer / Collector





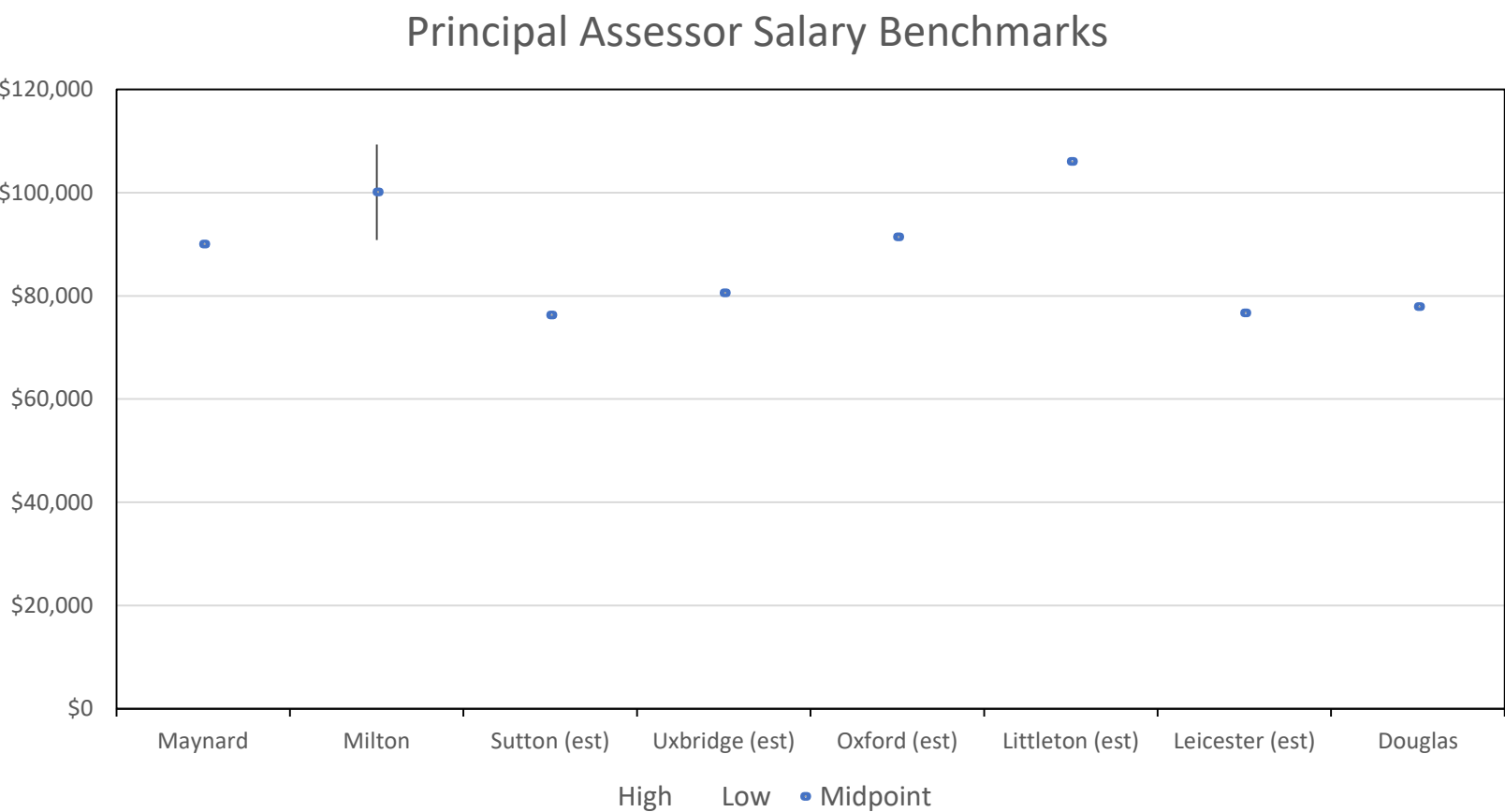
# Benchmarks

## Highway Superintendent



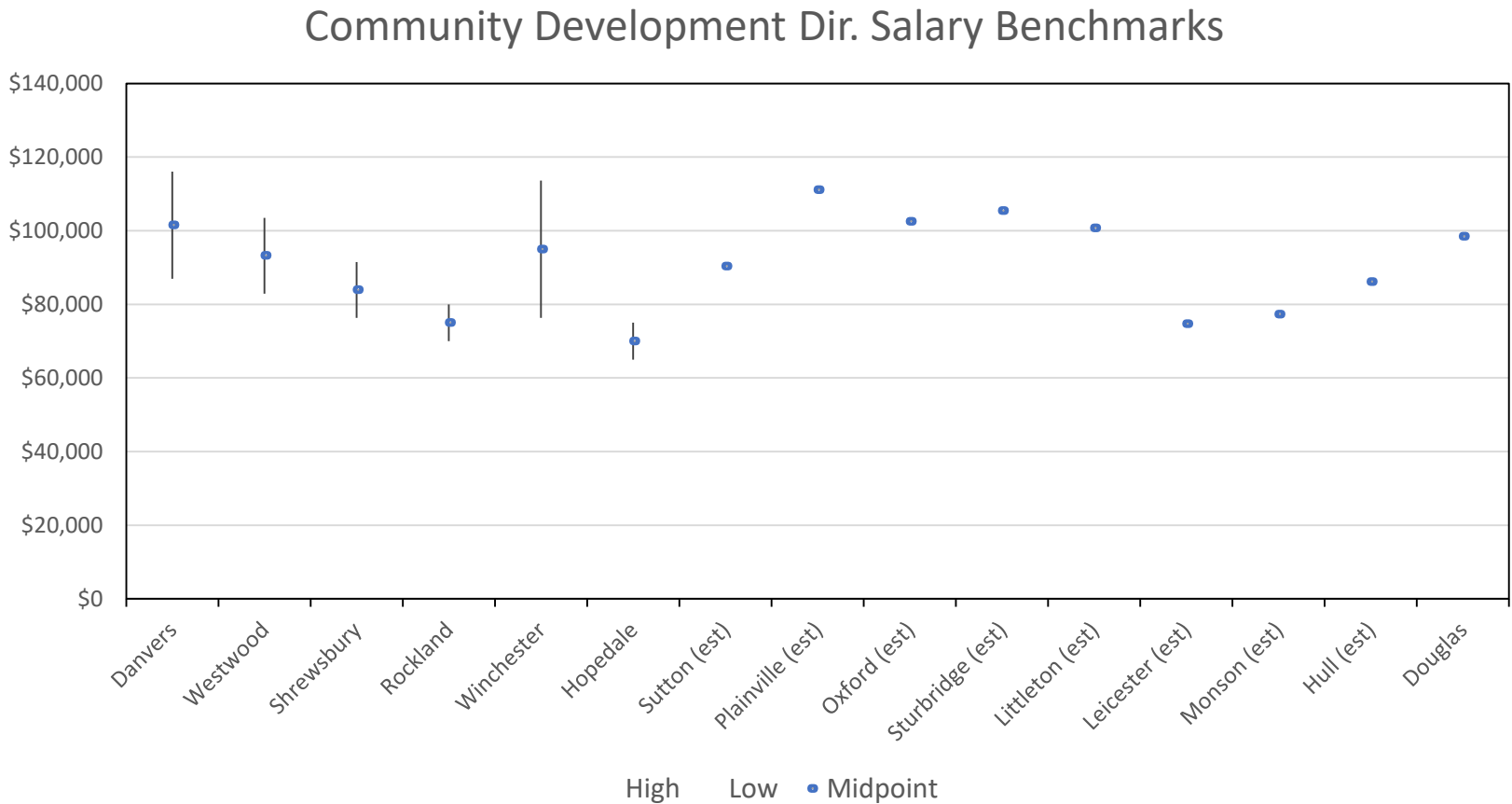
# Benchmarks

## Principal Assessor



# Benchmarks

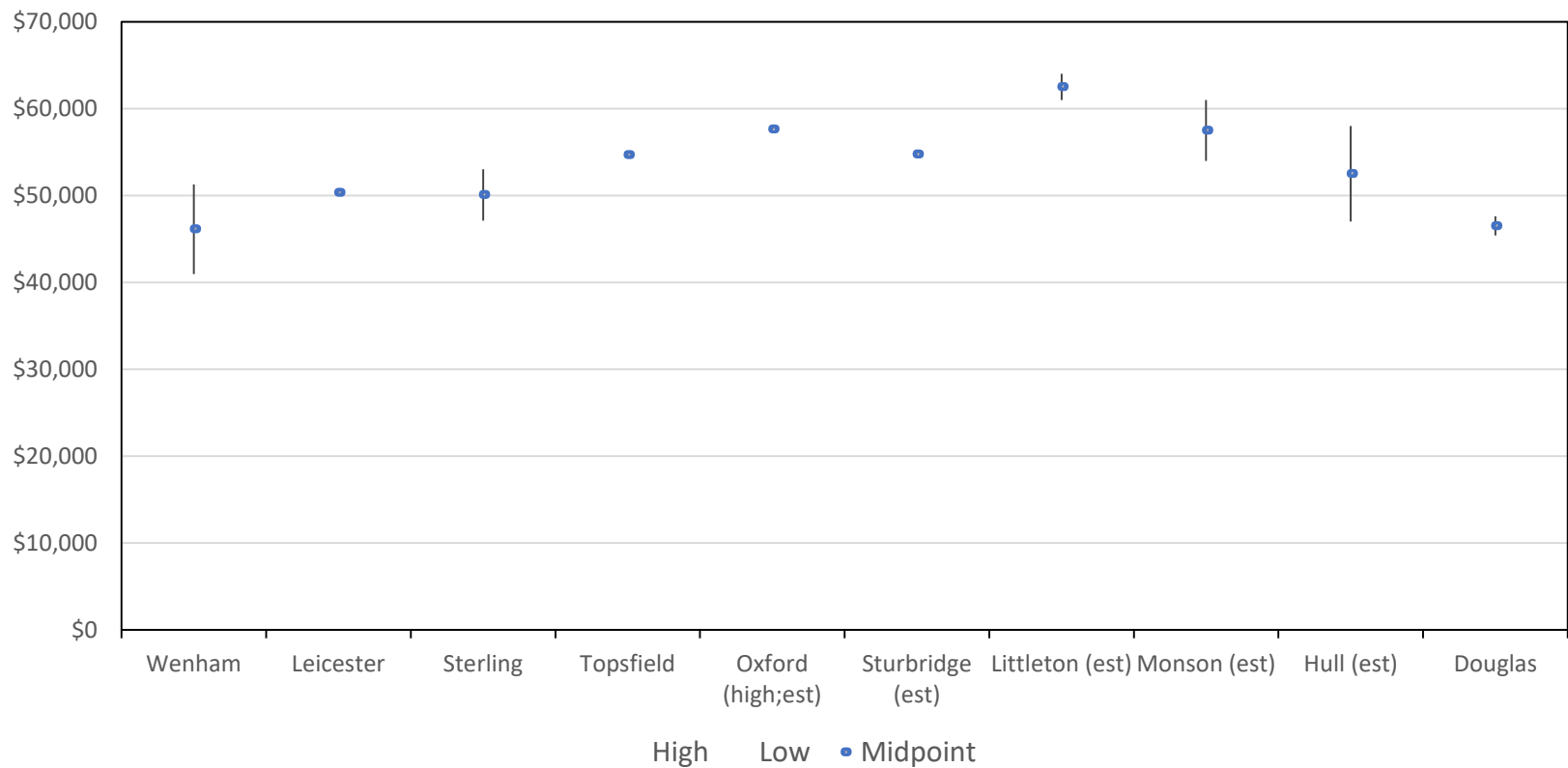
## Community Development Director



# Benchmarks

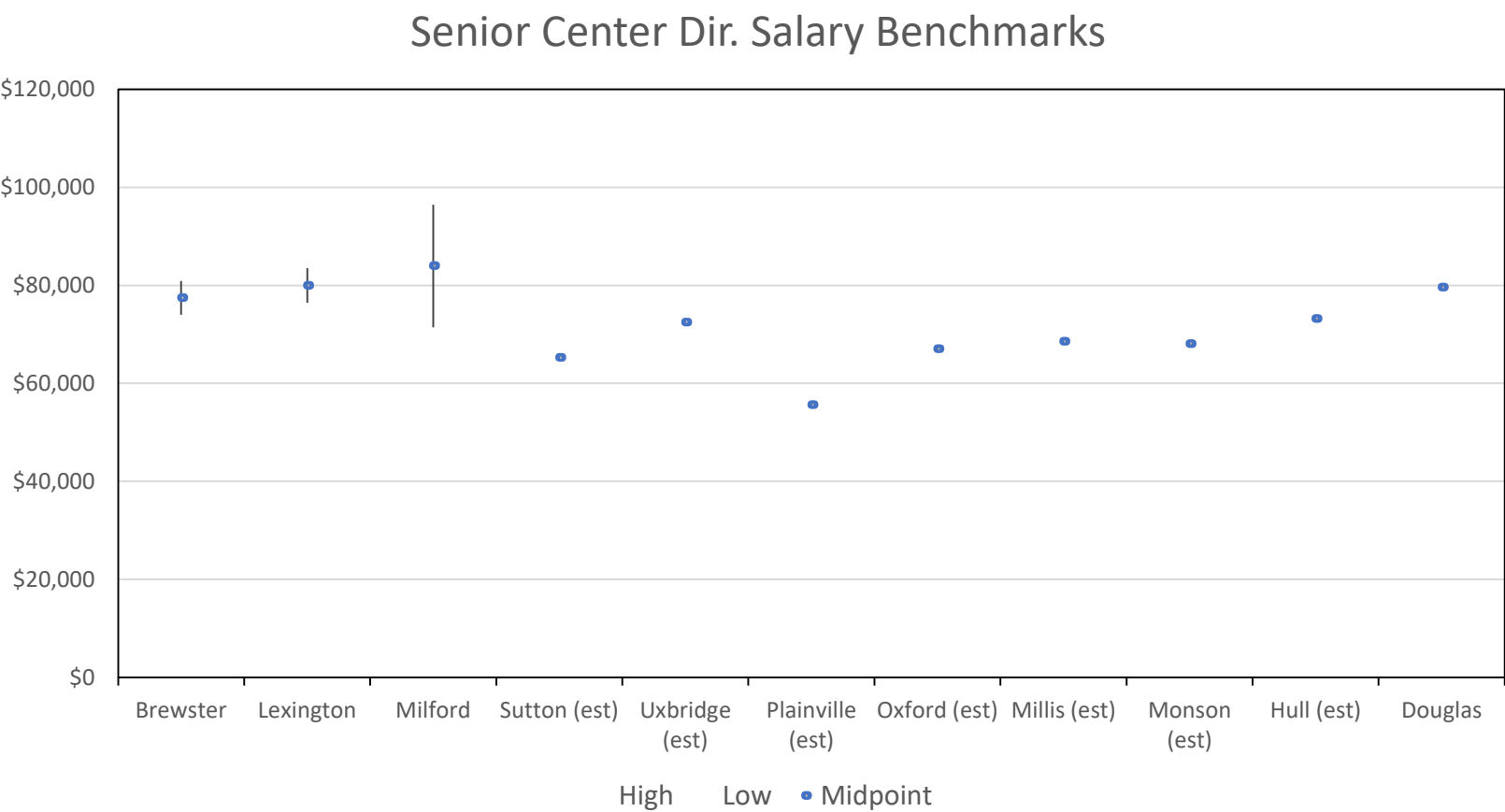
## Driver / Operator

Driver / Operator Salary Benchmarks (annualized)



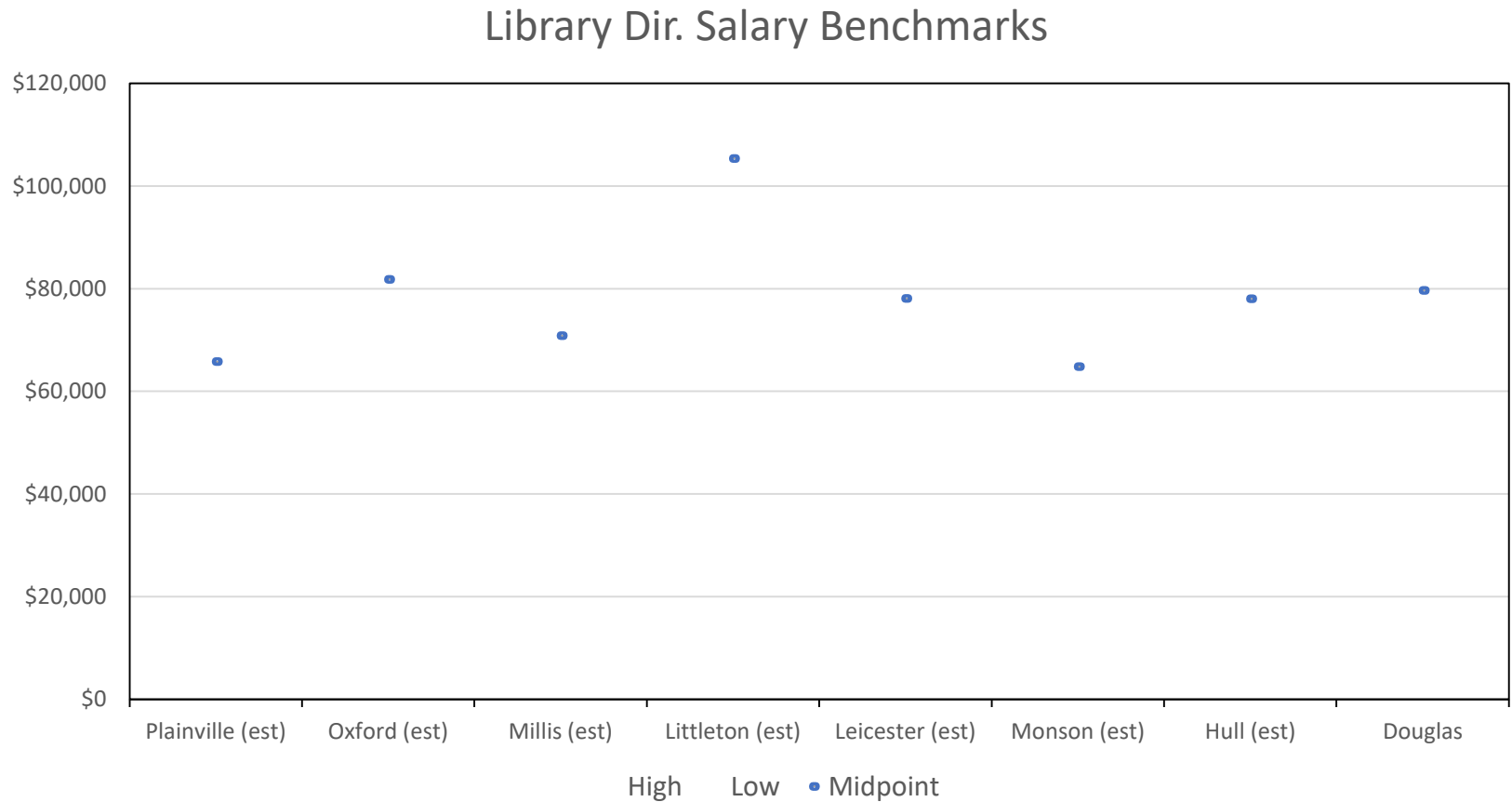
# Benchmarks

## Senior Center Director



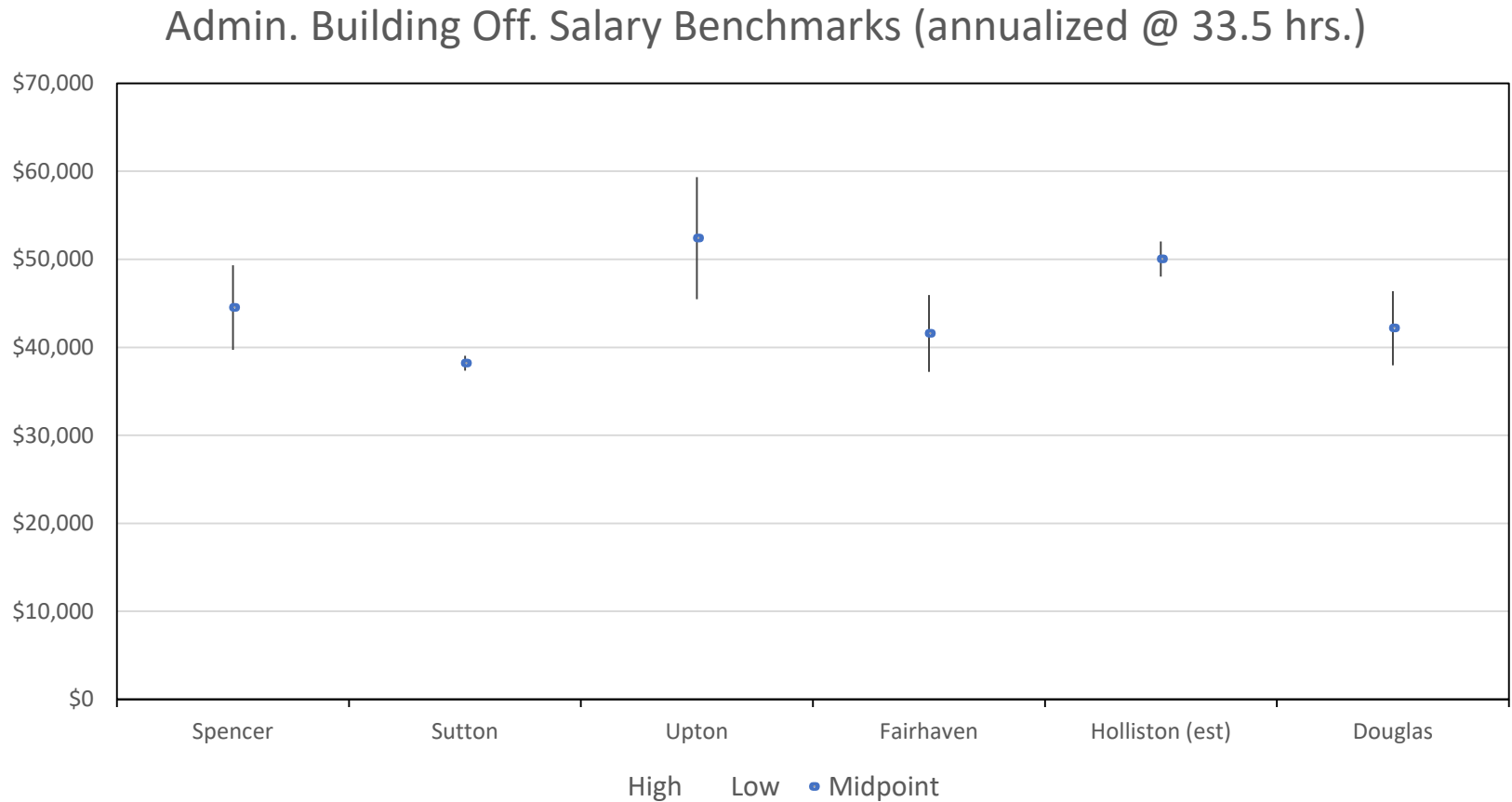
# Benchmarks

## Library Director



# Benchmarks

## Office Assistant – Building Commissioner



## Appendix B

### Proposed Compensation Tables – Warrant Version



# Proposed Compensation Tables

## Management Grades

	<b>P</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>25</b>	<b>30</b>
M-4	\$ 98,325	\$ 103,500	\$ 105,829	\$ 108,158	\$ 112,298	\$ 117,473	\$ 122,648	\$ 128,858	\$ 135,068	\$ 141,278
M-3	\$ 85,025	\$ 89,500	\$ 91,514	\$ 93,528	\$ 97,108	\$ 101,583	\$ 106,058	\$ 111,428	\$ 116,798	\$ 122,168
M-2	\$ 73,625	\$ 77,500	\$ 79,244	\$ 80,988	\$ 84,088	\$ 87,963	\$ 91,838	\$ 96,488	\$ 101,138	\$ 105,788
M-1	\$ 58,425	\$ 61,500	\$ 62,884	\$ 64,268	\$ 66,728	\$ 69,803	\$ 72,878	\$ 76,568	\$ 80,258	\$ 83,948

<p><b>Titles:</b></p> <p>M-4: Highway Superintendent Systems Manager, Water / Wastewater</p> <p>M-3: Community Development Director Facilities Director (not filled in FY 2024)</p>	<p><b>Titles:</b></p> <p>M-2: Adult Social Center Director Library Director Principal Assessor Treasurer / Collector Building Commissioner Highway Manager Office Manager, BOH Cable TV Manager</p> <p>M-1: Economic Development Director Payroll &amp; Benefits Administrator</p>
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# Proposed Compensation Tables

## Office Assistant Grades

	<b>P</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>25</b>	<b>30</b>
OA-3	\$ 24.23	\$ 25.50	\$ 26.07	\$ 26.65	\$ 27.67	\$ 28.94	\$ 30.22	\$ 31.75	\$ 33.28	\$ 34.81
OA-2	\$ 21.08	\$ 22.19	\$ 22.68	\$ 23.18	\$ 24.07	\$ 25.18	\$ 26.29	\$ 27.62	\$ 28.95	\$ 30.28
OA-1	\$ 18.34	\$ 19.30	\$ 19.74	\$ 20.17	\$ 20.94	\$ 21.91	\$ 22.87	\$ 24.03	\$ 25.19	\$ 26.35

<p><b>Titles:</b></p> <p>OA-3:      Office Assistant, Building &amp; Zoning  Office Assistant, Comm. Dev. (F/T)  Assistant Town Clerk  Assistant to the Town Accountant  Office Assistant, Assessors  Children's Librarian  Office Assistant, Water / Wastewater</p>	<p><b>Titles:</b></p> <p>OA-2:      Office Assistant, Highway Department  Office Assistant, Board of Health (P/T)  Administrative and Outreach Assistant,  Adult Social Center  Office Assistant, Fire &amp; Ambulance  Office Assistant, Comm. Dev. (P/T)  Circulation Librarian  Archivist</p> <p>OA-1:      Minute Taker  Adult Social Center Aide</p>
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# Proposed Compensation Tables

## Public Maintenance Grades

	P	1	2	3	5	10	15	20	25	30
PM-3	\$ 25.08	\$ 26.40	\$ 26.99	\$ 27.59	\$ 28.64	\$ 29.96	\$ 31.28	\$ 32.87	\$ 34.45	\$ 36.04
PM-2	\$ 22.57	\$ 23.76	\$ 24.29	\$ 24.83	\$ 25.78	\$ 26.97	\$ 28.16	\$ 29.58	\$ 31.01	\$ 32.43
PM-1	\$ 20.31	\$ 21.38	\$ 21.87	\$ 22.35	\$ 23.20	\$ 24.27	\$ 25.34	\$ 26.62	\$ 27.91	\$ 29.19

### **Titles:**

PM-3: Project Leader  
 PM-2: Driver / Operator  
 PM-1: Laborer

### **Notes:**

*The Town Administrator recommends changing the PM-3 title from "Lead Man" to "Project Leader" to reflect modern practice.*

# Proposed Compensation Tables

## Water / Wastewater Grades

	P	1	2	3	5	10	15	20	25	30
WS-4	\$ 32.30	\$ 34.00	\$ 34.77	\$ 35.53	\$ 36.89	\$ 38.59	\$ 40.29	\$ 42.33	\$ 44.37	\$ 46.41
WS-3	\$ 28.10	\$ 29.58	\$ 30.25	\$ 30.91	\$ 32.09	\$ 33.57	\$ 35.05	\$ 36.83	\$ 38.60	\$ 40.38
WS-2	\$ 26.70	\$ 28.10	\$ 28.73	\$ 29.37	\$ 30.49	\$ 31.89	\$ 33.30	\$ 34.99	\$ 36.67	\$ 38.36
WS-1	\$ 23.23	\$ 24.45	\$ 25.00	\$ 25.55	\$ 26.53	\$ 27.72	\$ 28.97	\$ 30.44	\$ 31.90	\$ 33.37

### Titles:

WS-4: Chief Wastewater Operator /  
Primary Water Operator  
WS-3: Assistant Chief Wastewater Operator  
WS-2: Secondary Water Operator  
WS-1: Wastewater / Water Operator

### Notes:

*The review team assisted the Systems Manager in rating and benchmarking these positions. The final recommendation made by the Systems Manager affects only those employees paid from the enterprise fund and has no general fund implications.*

# Proposed Compensation Tables

## Miscellaneous Positions (MS)

	1	2	3	4	5	6	7	8	9	10
MS-4	\$ 32.30	\$ 34.00	\$ 34.77	\$ 35.53	\$ 36.89	\$ 38.59	\$ 40.29	\$ 42.33	\$ 44.37	\$ 46.41
MS-3	\$ 18.68	\$ 19.10	\$ 19.53	\$ 19.97	\$ 20.42	\$ 20.88	\$ 21.35	\$ 21.83	\$ 22.32	\$ 22.83
MS-2	\$ 15.56	\$ 15.91	\$ 16.27	\$ 16.64	\$ 17.01	\$ 17.39	\$ 17.78	\$ 18.18	\$ 18.59	\$ 19.01
MS-1	\$ 15.00	\$ 15.34	\$ 15.68	\$ 16.04	\$ 16.40	\$ 16.77	\$ 17.14	\$ 17.53	\$ 17.92	\$ 18.33

### Titles:

MS-4: No positions in FY 2024  
MS-3: No positions in FY 2024  
MS-2: Transfer Station employees  
Election Workers  
MS-1: Library Page  
Cable Recording Assistant

*Notes: This table is essential to maintain as a place to put temporary, seasonal and other employees brought on to address specific needs. Managers must have the flexibility to offer a competitive rate without needing to address the skills requirements of permanent positions.*

# Proposed Compensation Tables

## Public Safety Positions (PS)

	1	2	3	4	5
Deputy Chief	\$ 51.05	\$ 52.20	\$ 53.37	\$ 54.57	\$ 55.80
Public Health Nurse	\$ 42.40	\$ 43.35	\$ 44.33	\$ 45.33	\$ 46.35
Assistant Chief - Call	\$ 40.12	\$ 41.02	\$ 41.95	\$ 42.89	\$ 43.85
Captain – Call	\$ 27.66	\$ 28.28	\$ 28.92	\$ 29.57	\$ 30.23
Lieutenant – Call	\$ 26.31	\$ 26.90	\$ 27.51	\$ 28.13	\$ 28.76
EMT – P Call (with or without FF)	\$ 23.02	\$ 23.54	\$ 24.07	\$ 24.61	\$ 25.16
EMT - B Call (with or without FF)	\$ 20.72	\$ 21.19	\$ 21.66	\$ 22.15	\$ 22.65
FF Call (no EMS)	\$ 17.86	\$ 18.26	\$ 18.67	\$ 19.09	\$ 19.52
Probationary FF Call	\$ 16.00	\$ 16.36	\$ 16.73	\$ 17.10	\$ 17.49

*For FY 2024, all employees are at Step 1. All future steps are merit-based only, based on SOPs to be issued by the Fire & Ambulance Chief, or in the case of the Nurse, a review by the BOH submitted to the Town Administrator during the budget process*